Office of CONFLICT RESOLUTION

ANNUAL REPORT

2017–2018

Immigration, Refugees and Citizenship Canada
Immigration, Réfugiés et Citoyenneté Canada

Canada

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LETTER TO THE DEPUTY MINISTER

Ms. Marta Morgan
Deputy Minister
Immigration, Refugees and Citizenship Canada

Dear Ms. Morgan:

I am pleased to submit the 2017-2018 Annual Report for the Office of Conflict Resolution of Immigration, Refugees and Citizenship Canada.

The report presents an overview of our accomplishments and activities for the period of April 1, 2017 to March 31, 2018. It outlines how the Office of Conflict Resolution has helped the Department meet its own priorities, and those of the public service, through the preventative and resolution work that our office provides.

Our services include facilitated discussions, mediation, group processes, coaching and learning events.

The Office of Conflict Resolution continues to provide a timely and neutral approach to help those in conflict find creative solutions that are sustainable and beneficial for all involved, and that contribute to overall workplace well-being.

Cordially,

Stéphane Cardinal
Director and Informal Conflict Management System Senior Officer
Office of Conflict Resolution

MESSAGE FROM THE DIRECTOR OF THE OFFICE OF CONFLICT RESOLUTION

The statistics outlined in this report highlight the work of the Office of Conflict Resolution (OCR) in building conflict resolution competencies through coaching, training, skills development and knowledge. Our work complements IRCC's efforts to promote mental health, well-being, inclusivity and diversity in the workplace.

You will notice that the report illustrates the value of:

- **Using informal methods**
  While some employees treat disputes as if there are only 2 choices – your way or mine – OCR encourages an interest-based approach: understanding, communicating and getting to win-win solutions. This report demonstrates how the informal process has contributed to support clients' objectives.

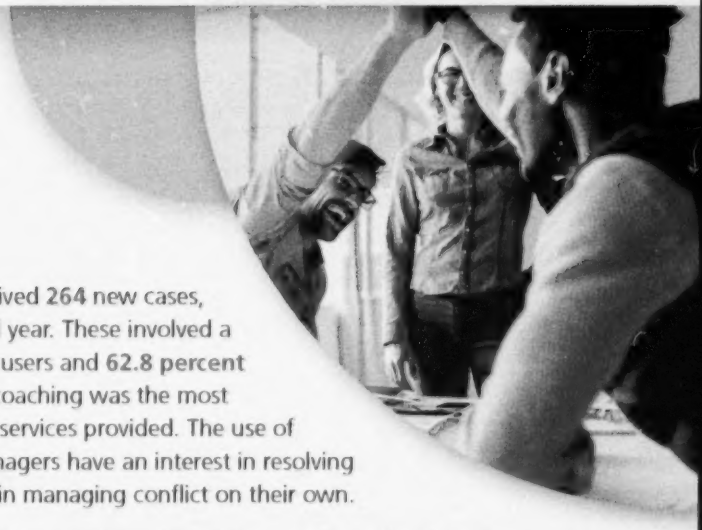
- **Fostering conflict resolution competencies**
  At times, we all have to deal with a difficult colleague or manager. They might be perceived as stubborn, arrogant, hostile, greedy, or dishonest. It is still possible to improve relationships and build trust by developing skills and tools to address issues. Conflict resolution training has helped our organization to promote effective communication and address conflict.

- **Getting OCR to support you with your objectives**
  The #MeToo and #TimesUp movements have given rise to discussion and reflection regarding the prevalence and impact of some misconduct in our society and workplaces. The government's priority on mental health continues to be an important element for workplace well-being, and the 2017 Public Service Employee Survey Results will definitely highlight areas needing improvement in the workplace. In this context, the OCR should be considered a key partner in helping individuals, divisions, branches and sectors in achieving IRCC priorities.

We look forward to serving you and your team during this upcoming year.

Sincerely,

Stéphane Cardinal
Director and Informal Conflict Management System Senior Officer
Office of Conflict Resolution



EXECUTIVE SUMMARY

In 2017-2018, the Office of Conflict Resolution (OCR) received **264** new cases, in addition to **13** cases carried over from the previous fiscal year. These involved a total of **485** clients, of which **68.6 percent** were first-time users and **62.8 percent** were self-referred. Similar to previous fiscal years, conflict coaching was the most frequently used OCR service, comprising **49 percent** of all services provided. The use of OCR services indicates that many IRCC employees and managers have an interest in resolving conflict before it escalates and want to improve their skills in managing conflict on their own.

The primary conflicts in cases handled by OCR continue to be interpersonal/work issues, accounting for **47 percent** of cases. Of these, **29 percent** involved interpersonal conflicts between a manager and a subordinate, while the remainder involved conflicts between 2 employees, 2 members of management, or within a team.

The OCR also conducted **133** learning events throughout the year. These sessions reached **2,713** participants, an increase of **50** events and **686** participants from the previous year's figures. Of the **2,713** participants, **39 percent** attended sessions focusing on fostering respect and civility in the workplace, **22 percent** attended workshops that provide insights into diversity of interpersonal styles and inclusion, **17 percent** went to sessions that develop skills relating to personal and team wellness, and **22 percent** attended sessions that build basic informal conflict management competencies and communication skills.

BACKGROUND

Since its creation in 2005, OCR has offered a confidential, impartial and flexible way to deal with conflicts in a timely manner. Its major objectives are to promote effective dialogue at all levels and to deal with workplace conflicts as soon as they arise, and at the lowest possible level.

The OCR supports staff at all levels in preventing, managing and resolving workplace conflicts. Its key roles are to:

- provide confidential, flexible, fast, informal and effective ways of resolving conflict when and where it occurs
- provide learning activities that develop the skills and abilities of employees to manage their own conflicts
- promote discussion of issues and concerns, and
- provide specialized conflict resolution services, such as intake interviews and option development, conflict coaching, facilitation, mediation, group interventions and the development of specialized tools

OCR AND IRCC PRIORITIES

The OCR strives to help achieve IRCC priorities – such as building a respectful, healthy and inclusive workplace. Addressing these priorities as everyday issues has contributed to achieving broader goals, including increasing productivity, improving communication, reducing absenteeism and more. To support this, OCR has contributed the following:

Respectful Workplace

OCR responded to **34** cases that had themes of alleged harassment/bullying, **36** cases concerning management practices and **8** cases related to abuse of authority.

While most situations were improved through tools provided in coaching services alone, some cases opted for facilitated discussions/ mediation to help address the situations between **2** or more parties.

To encourage respectful work environments, OCR delivered **34** workshops on Building Civility in the Workplace, plus **17** sessions to establish team charters – reaching a total of **1,106** participants.

Related Priorities

- 2017 Public Service Employee Survey Result

Healthy Workplace

OCR responded to **15** cases that concerned duty to accommodate, **8** cases relating to work-life balance and **8** cases regarding leave.

Most of these cases were resolved by mediation/ facilitated discussion. Of those who updated OCR afterwards, many indicated the situation had improved.

Given the impact of conflict on one's mental health, OCR has added a course on Stress Management and Conflict (SMC) to help individuals better manage stress. In the fall, OCR also developed a course on High Performing Teams (HPT) to inform and equip managers and employees on how to create psychologically safe workplace environments. OCR has delivered **19** SMC and **4** HPT sessions respectively, reaching a total of **491** participants.

Related Priorities

- IRCC Blueprint 2020
- IRCC Diversity and Employment Equity 2015-2018 Plan
- IRCC Psychological Health and Safety Strategy 2016-2019

Inclusive Workplace

OCR responded to **4** cases that identified discrimination as a theme, in addition to **15** cases relating to different working styles and **3** cases related to diversity and employment equity.

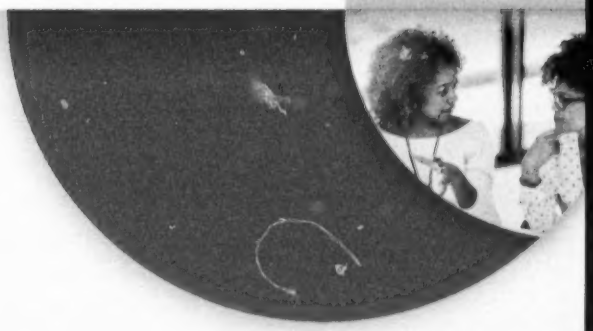
Most of these cases were resolved early on, through initial conversation or coaching services. Many were provided information or a tool to assist them moving forward.

To help foster an inclusive workplace culture, OCR delivered **2** workshops on Generational Differences and **27** sessions on Social Styles – with a combined total of **632** participants.

Both courses help teams understand and appreciate how diverse perspectives make teams stronger.

Related Priorities

- CIC Diversity and Employment Equity 2015-2018 Plan
- 2017 Public Service Employee Survey Results



INTERVENTIONS

When a client contacts OCR, we proceed with an informal consultation that includes:

1. Actively listening to the situation (in person or by phone).
2. Discussing conflict management options and, based on the circumstances and the context, offering OCR services, such as mediation, conflict coaching, and group intervention.
3. Determining how to engage other parties, should they need to be involved.

Clients normally contact OCR by phone (1-877-690-7971), by email (Conflict-Resolution-@cic.gc.ca), or by visiting our office at 365 Laurier Ave West, 3rd floor, Ottawa, Ontario.

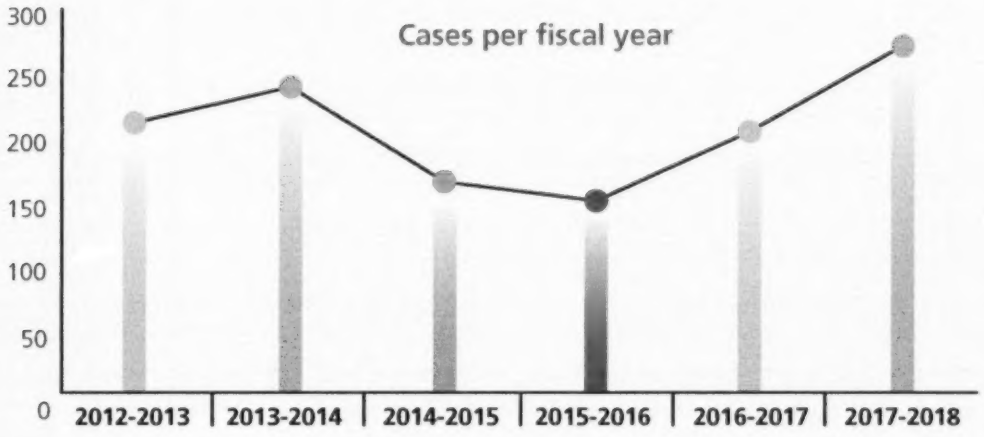
On April 1, 2017, OCR had **13** cases (consisting of **47** clients) that were carried over from the previous fiscal year. In addition, during 2017-2018 OCR received **264 new cases** involving a total of **438** clients. **Fifty-nine** cases remained open at the end of this fiscal year.

Interventions
277 Cases

264 new cases this fiscal year
13 cases were from 2016-2017
485 clients
68.6 percent first-time users
92.8 percent indeterminate
47.5 percent management
33.5 percent PM group

Of the **277** cases, **31.3 percent** involved returning clients, whereas **68.6 percent** were first-time users. The majority of clients who used our services were indeterminate employees (**92.8 percent**), and **47.5 percent** were supervisors or managers. The top classification groups to use OCR services include PM (**33.7 percent**), EX (**16.7 percent**), FS (**11.3 percent**) and EC (**10.9 percent**).

Since 2012, OCR has changed its methods of obtaining and capturing statistics on case work, mainly to be aligned with the methods of the Federal Informal Conflict Management System (ICMS) Network.



Taking into account that cases carry over every fiscal year, OCR has, on average, **196** cases per year. Compared to 2016-2017 the number of new cases in 2017-2018 rose by **33.3 percent** (from **198** to **264**). This could be explained by many factors, such as OCR's outreach strategy, employees being more comfortable seeking options to address their issues and stakeholder (bargaining agents, labour relations and management) support for using ICMS.

SOURCES OF REFERRAL

Self-referred	62.8%
Management	17.3%
OCR	6.9%
Colleague	6.1%
Human Resources	3.6%
Union	3.2%

We maintain diverse points of access to our services throughout IRCC, so clients can become aware of OCR and our services and training.

To help identify which access points are most used, we ask each client how they have heard of our services.

Clients are generally self-referred, meaning they proactively seek out our services.

Unresolved conflicts can have an impact on the individuals involved as well as on others around them in the workplace. Conflict can be contagious in any work environment, increasing absenteeism and stress leave as well as decreasing overall productivity.

IRCC employees at all levels are encouraged to try to resolve conflicts on their own as soon as they sense unease. They can also voluntarily access a number of specialized OCR services to assist them.

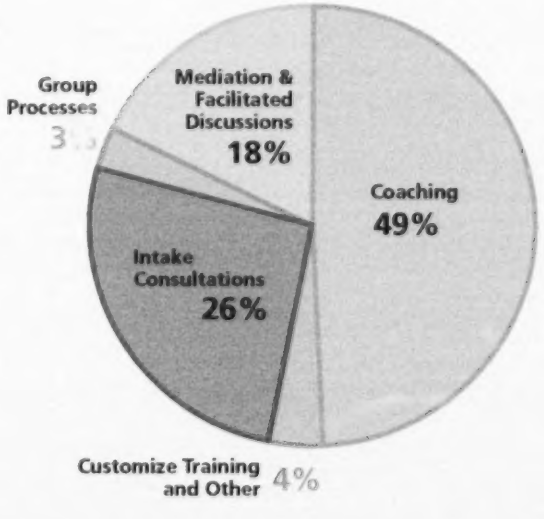
SERVICES AND OUTCOMES

To illustrate OCR's work during 2017-2018, this section provides a breakdown of the outcomes of our services. This includes information from all 277 cases that were active during the year.

Like previous fiscal years, in 2017-2018, many IRCC staff proactively resolved conflicts on their own with our indirect assistance. As such, OCR services were mainly without direct intervention, including 75 percent of cases that were served through intake consultations and coaching. Services also included requests for tailored training that fall outside the already prepared workshops.

This is encouraging, as it reflects the principle of OCR – that is, to help address conflict early and at the lowest possible level.

OCR Services



26%

Intake consultation

Similar to previous years, intake consultations and options development accounted for **26 percent** of interventions offered by OCR this fiscal year. This service provides clients with the opportunity to better understand a situation and identify the options available for resolving a conflict.

49%

Coaching

Conflict coaching represented **49 percent** of the cases this fiscal year, which is similar to last year's rate of **47 percent**. This specialized type of coaching can help employees and managers develop new skills and strategies to resolve conflicts with others. These skills are particularly effective in interpersonal conflict situations in which clients are preparing to have difficult conversations without a facilitator. Of the **43 percent** of clients who provided an update to OCR, **82 percent** reported their situation had improved.

18%

Mediation and facilitated discussions

When difficult situations need to be addressed, a facilitated discussion or mediation is often helpful to create a safe and constructive process for parties to find a mutually beneficial resolution and improve the working relationship. Facilitations and mediations accounted for **18 percent** of our interventions, which is similar to the rate of **15 percent** in the previous year; **30 percent** of these cases did not proceed. However, of those that did proceed, **93 percent** reached an agreement or partial agreement.

3%

Group processes

Group interventions represented **3 percent** of total cases this fiscal year; however, they involved **90** clients and more than **185** hours of preparation and intervention. Group processes are consistently the most demanding services in terms of time and resources. Typically, a group process brings teams together to constructively discuss and address difficult situations that may impact the work environment. Of the group interventions that have been completed, **67 percent** resulted in fully resolved issues, and **33 percent** resulted in partial resolution.

4%

Customized training and other work

Similar to 2016-2017, specialized tools and customized training accounted for **4 percent** of our work for the 2017-2018 fiscal year. Customized training is provided to respond to the diverse training needs of clients and involves designing or adapting existing training to meet operational needs, developing a virtual version for regions, or creating a new workshop to address a team's particular situation.

SOURCES OF CONFLICT

When individuals come to OCR for assistance, OCR tracks what appear to be the most significant themes or sources in the conflict situation. In 2017-2018, the relative rank of each category of source of conflict was consistent with previous years. The most common source of conflict was in the category of interpersonal and work issues at 47 percent, which refers to: ineffective communication or the breakdown of communication, personal issues, personality and work style, values and workplace relationships. Within this category, 29 percent of cases involved interpersonal conflicts between a manager and a subordinate. The remainder of cases involved conflicts between 2 employees, 2 members of management, or within a group.

The next most frequently identified source of conflict was perceived harassment or bullying. At 20 percent, this was an increase from both the previous fiscal year's figure (15 percent) and the 2017 Public Service Employee Survey results for harassment at IRCC (15 percent). It is important to note that the issue of perceived harassment is often resolved once both parties identify the miscommunication or misunderstanding that has occurred and agree to modify behaviours or interactions.

The third most significant source of conflict was management practices, which includes abuse of authority, management decisions, work-life balance, roles and responsibilities, and duty to accommodate. Altogether this accounted for 17 percent of cases.

Finally, issues related to Performance Management accounted for 7 percent of conflicts reported, which is lower than previous years (9 percent in 2016-2017, 8.5 percent in 2015-2016). Interestingly, we have noticed a recurring pattern of management describing a situation as performance management and employees reporting it as harassment or management style. This is normal, as different perceptions of the same situation is common in conflicts.

Observations

We have noticed a few factors that seem to be increasingly contributing to conflict situations at IRCC.

1. **Temporary employment situations, such as casuals, terms, rotation extensions, and acting assignments often inhibit staff's willingness to pro-actively address conflict situations because of fear of losing their position.**
2. **Long-distance reporting relationships can have a detrimental impact on communication and can create or contribute to conflict.**
3. **High stress environments, particularly for employees who have quotas, difficult external clients, and/or clients who have lived highly traumatic experiences, affect employees' resilience levels and contribute to conflicts within teams.**

Many of these structural circumstances are not within employees' control, but do affect their interpersonal relationships and ability to address conflict effectively.

CLIENT SATISFACTION

The OCR's established service standard is to respond (not resolve) within 24 to 48 hours from the initial contact by the client. **In 2017-2018, 98.9 percent of clients were able to receive OCR services with no appreciable delay,** as we try to schedule interventions as quickly as possible.

The average duration of a case this fiscal year was 58 calendar days, which is longer than last year's average of 41 days. This is likely due to the significant increase in cases during the year. There is a broad spectrum for how long each case takes from initial contact to closing which, for this fiscal year, ranged from 1 day for some cases to 330 days for the longest case.

The number of days a case is open/active is mainly influenced by the availability of participants, conflicting schedules, and the complexity of the situation. This is especially true when services are provided outside the national capital region, where travel preparations are necessary.

Duration
277 Cases

98.9% contacted within 48 hours

Shortest duration: **1** calendar day
Average duration: **58** calendar days
Longest duration: **330** calendar days

Hours involved:

Shortest case: **1** hour
Average case: **4** hours
Longest case: **97** hours

Duration can also be explored through the number of hours invested in resolving each case. This fiscal year, the amount of time invested by practitioners ranged from 1 hour for simple cases to more than 97 hours for long-term, complex situations. On average, cases were addressed within 4 (non-consecutive) hours of work.

During this fiscal year, OCR updated its post-service evaluations and it now captures data and information for every service it provides. Evaluations were sent out for the most recent cases at the beginning of November. Of those sent out, 45 percent of the evaluations were returned to OCR. The information on the right provides the percentages of clients who reported that they appreciated the services.

Excellent service	**78%**
Prompt service	**83%**
OCR was knowledgeable	**100%**
Learned about conflict resolution	**88%**
Felt better after using OCR	**76%**
Would use OCR again	**100%**

Conflict is inevitable in all aspects of our lives, and work is no exception. Individuals have different views, beliefs and experiences that influence their perceptions and their reactions to situations. They also have different priorities and different needs. It is the way in which these differences are dealt with that will determine the outcome of a conflict; how a person responds to conflict often affects whether there will be a positive or negative outcome.

PREVENTION

AWARENESS AND TRAINING EVENTS

In 2017-2018, OCR delivered 133 events across all sectors and regions (including internationally). These allowed 2,713 participants to learn about OCR. This represents an increase of 50 learning events and 686 total participants, compared to last fiscal year.

"I am so glad I understand some of my colleagues on a new level – this will help me relate/work with them. It increased my self-awareness. I do not like being categorized but this broke that pre-conceived notion! Thank you!"
- Training Participant

"Thank you, we are lucky to have such training"
- Training Participant

"OCR continues to provide quality products; thanks for the presentation"
- Training Participant

"Trainers were excellent! Very engaging. They challenged some of our thoughts and perceptions on how we manage. Recommend the course to [other] managers and directors"
- Training Participant

Participants by sector

The numbers below may include some individuals who attended multiple OCR events.

66.8% Operations
16.8% Corporate Services
5.6% Settlement and Integration
3.2% Strategic Policy and Programs
1.5% Internal Services
1.2% Finance
1.5% Unknown
3.3% Other government departments

Participant satisfaction

OCR engages in post-event evaluations to assess the effectiveness of the facilitators, the workshops, and what could be improved. We collected 2,062 evaluations from 2,713 participants this past year, representing a 76 percent collection rate.

On an effectiveness scale, most participants evaluated their overall experience with an OCR event as excellent (47 percent) or good (45 percent). Of particular note, 92 percent of participants enjoyed the trainers' styles in relaying information and facilitating activities.

Anecdotal data reveals that 419 (20 percent) of participants enjoyed the activities the most in OCR events; 256 (12 percent) enjoyed the event's interactive and engaging approach.

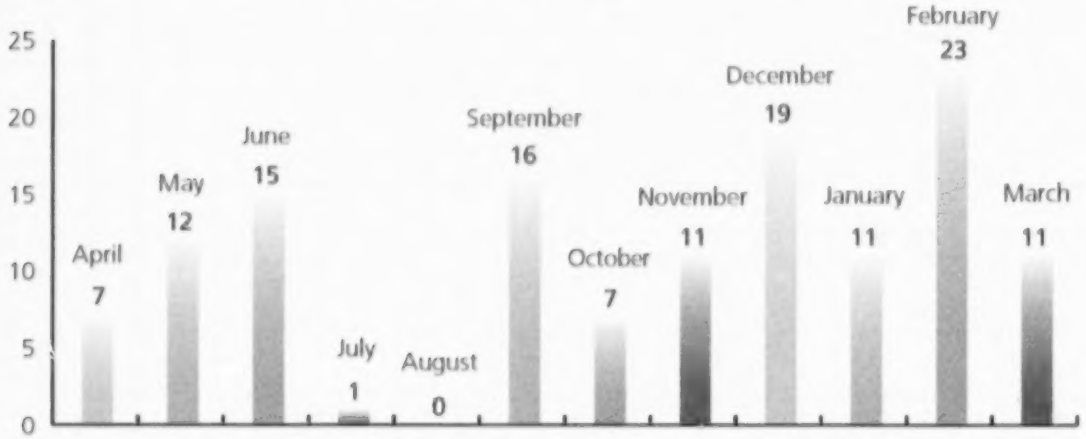
Effectiveness of Trainers 92%
Class Interaction 91%
Quality of instructions 90%
Well organized content 88%
Would recommend course 87%
Enough time for questions 86%
Met expectations 86%
Use of visual aids 86%
Pertinent material 85%
Length of time allotted 81%

EVENTS DELIVERED THROUGH THE FISCAL YEAR

OCR saw a growth in requests for training and awareness sessions during 2017-18. Compared to 2016-2017, when it delivered 83 events, OCR held 133 sessions in 2017-2018 – a 60 percent increase!

Events by month

With the increase in requests, OCR staff delivered, on average, 11 workshops per month. There is a noticeable decrease in requests for events in July and August every year. However, OCR will utilize this time in the upcoming fiscal year to provide general training available to all sectors.



Events by sector

While their participant numbers decreased since last year, perhaps due to the establishment of Settlement and Integration Sector, Operations remains a top user of OCR awareness and training events.

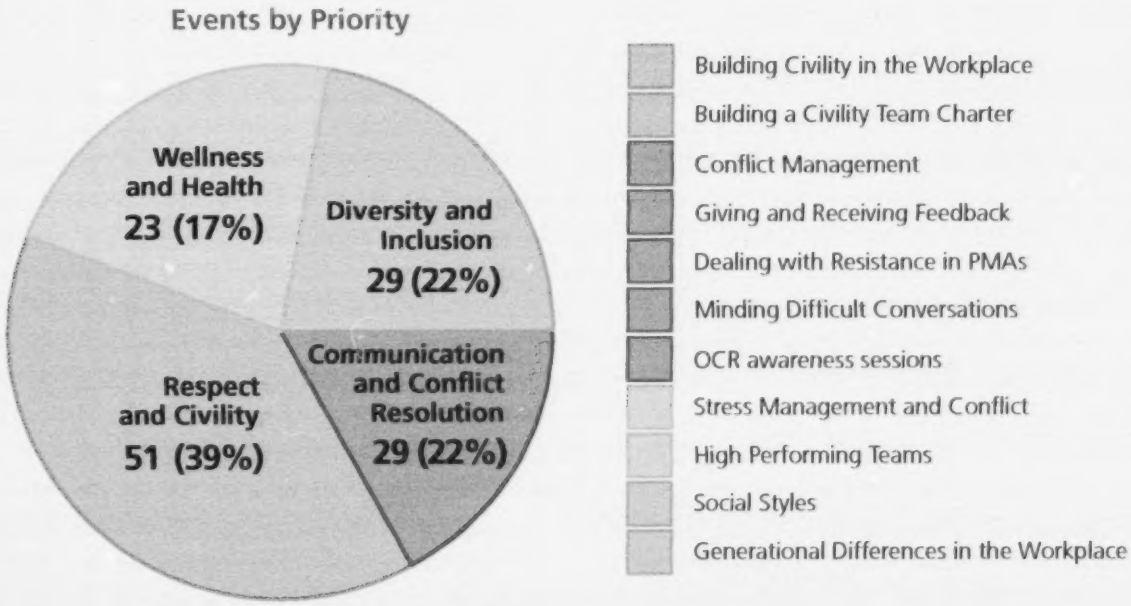
It is also notable that there has been a significant increase in participation from Corporate Services, from 6 percent last year to 15 percent this year. More information on the sectors can be found in the *Review by Sectors* section, on **page 15**.

Events by sector

64.7% Operations
15.0% Corporate Services
6.8% Settlement and Integration
5.3% Strategic Policy and Programs
2.3% Internal Services
0.8% Finance
3.0% Mix of sectors
2.3% other government departments

Training by organizational priorities

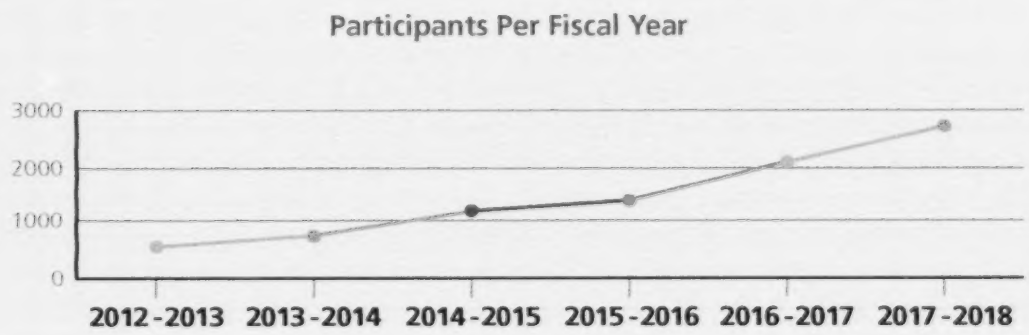
This year, OCR is categorizing its workshops based on how each meets organizational priorities. For example, whether a workshop fosters solely conflict management competence, or does so in complement to creating a respectful, healthy, or inclusive workplace.

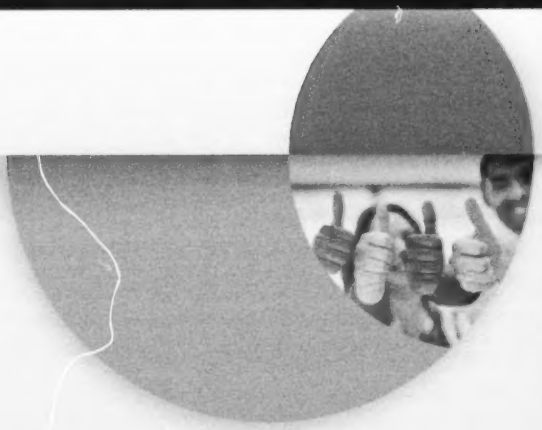


Of the total 133 events, 39 percent focused on fostering respect and civility in the workplace, 22 percent provided insights into diversity of interpersonal styles and inclusion, 17 percent developed skills relating to personal and team wellness, and 22 percent of events developed informal conflict management competencies and communication skills.

Workshops delivered throughout the fiscal year

Since 2006, more than 16,909 IRCC employees have attended an OCR event (training / awareness session). Yearly comparisons indicate an increase in participants attending training. These skill-building workshops are important to create a healthy and productive workplace. Moreover, the training sessions also indirectly increase participants' awareness of our services, thus decreasing the need to deliver specific awareness sessions.





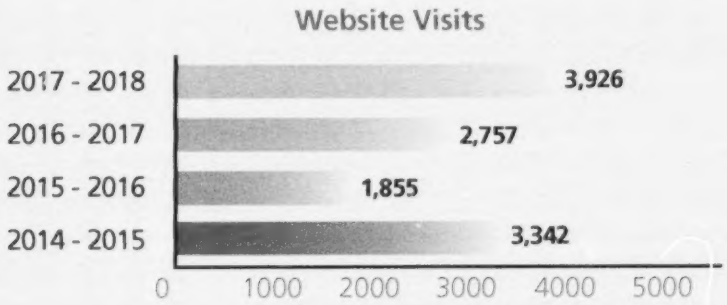
COMMUNICATION

OCR uses a variety of vehicles to promote the use of its training and services. In addition, continued efforts are made through surveys to engage individuals and understand what is important to them.

Website

We continued our efforts to add tools and information to the OCR website, making them more easily accessible to all IRCC staff. To this end, we updated our tools page to make it more user-friendly.

This year, the number of visits to our intranet site increased, up from 2,757 visits in 2016-2017 to 3,342 in 2017-2018. Over the past 4 years, this represents an average of 2,970 visits annually.



Articles

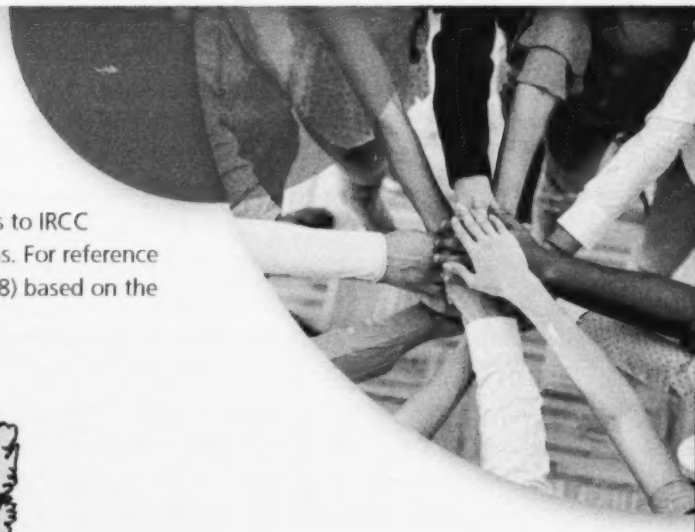
We continued to publish our online newsletter, Dear Coach, which provides suggestions, case studies, tips and tools to help all IRCC employees in dealing with difficult situations. This year, a Dear Coach article focused on netiquette. All articles are available on OCR's Intranet website for easy reference.

Committees and networks

OCR is an active partner with many governing bodies in IRCC and other government departments. This year, OCR participated in:

- Labour-Management Consultation Committee (NHQ)
- National Union-Management Consultation Committee
- Wellness and Mental Health Network
- Multiculturalism, Diversity and Employment Equity
- GBA+ Intradepartmental Working Group
- Aboriginal Employee Network
- Middle Manager's Network (Centralized Network)
- Persons with Disabilities Employee Network
- Federal Informal Conflict Management System Network
- National Joint Council

OCR also reaches out to its bargaining agent partners while visiting regional locations.



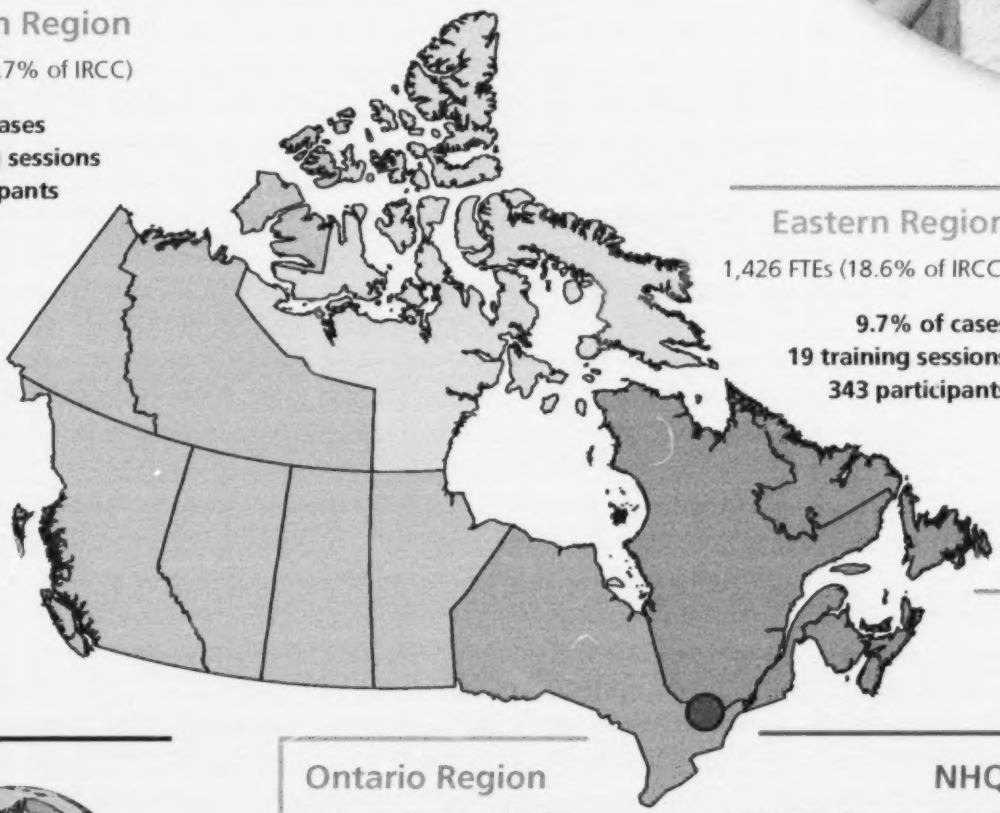
REVIEW BY IRCC REGION

Although OCR is located in Ottawa, we offer ICMS services to IRCC staff throughout Canada and internationally to the missions. For reference purposes, we have added FTE counts (as of March 29, 2018) based on the April 2018 HR Dashboard.

Western Region

742 FTEs (9.7% of IRCC)

10.5% of cases
22 training sessions
491 participants



Eastern Region

1,426 FTEs (18.6% of IRCC)

9.7% of cases
19 training sessions
343 participants

Ontario Region

848 FTEs (11.1% of IRCC)

2.9% of cases
5 training sessions
134 participants

NHQ

4,334 FTEs (56.6% of IRCC)

59.2% of cases
67 training sessions
1,250 participants

International

308 FTEs* (4% of IRCC)

17.7% of cases
20 training sessions
495 participants

*FTE count for the International Region is an approximation based on data provided in April 2018. It includes EX and FS positions, but does not include LES positions. However, the percentage of cases and training participants includes the LES population.

REVIEW BY SECTOR

This is an overview of OCR activity by sector. For reference purposes, we have added FTE counts (as of March 29, 2018) based on the April 2018 HR Dashboard. Finance (with 278 FTEs) had insufficient data and statistics were aggregated with Internal (Executive) Services (with 241 FTEs) for comparative purposes.

(Arrows indicate an increase or a decrease from last year)

OPERATIONS

(4,952 FTEs or 64.7% of IRCC)

Cases

58.2% of OCR cases ↓
73.8% were first-time users ↑
53.1% were employees ↓
46.9% were managers ↑
45 % received coaching sessions ↑

Top conflict themes:

1. Interpersonal/Work issues
2. Alleged Harassment/Bullying ↑
3. Management Practices ↓

Training

64.7% of OCR events ↓
86 sessions ↑
1,813 participants ↑
Each branch has employees that attended at least 1 OCR event

Most frequent courses:

1. Building Civility in the Workplace ↑
2. Social Styles ↓
3. Stress Management and Conflict ↑

Most frequent user branch:
International Network

CORPORATE SERVICES

(1,237 FTEs or 16.2% of IRCC)

Cases

17.5% of OCR cases ↑
50.0% were first-time users ↓
45.8% were employees ↑
54.2% were managers ↓
52.1% received coaching sessions ↑

Top conflict themes:

1. Interpersonal/Work issues
2. Management Practices
3. Alleged Harassment/Bullying

Training

15% of OCR events ↑
20 sessions ↑
456 participants ↑
Each Branch has employees that attended at least 1 OCR event

Most frequent courses:

1. Building Civility in the Workplace
2. Social Styles ↑
3. Stress Management and Conflict ↑

Most frequent user branch:
Solutions and Information Management Branch

STRATEGIC PROGRAM AND POLICY

(524 FTEs or 6.8% of IRCC)

Cases

9.5% of OCR cases ↓
61.5% were first-time users ↓
61.5% were employees ↑
38.5% were managers ↓
69.2% received coaching sessions ↑

Top conflict themes:

1. Interpersonal/Work issues
2. Alleged Harassment/Bullying ↑
3. Management Practices

Training

5.3% of OCR events ↓
7 sessions ↑
88 participants ↓

Most frequent courses:

1. Social Styles ↑
2. Giving and Receiving Feedback ↓

Most frequent user branch:
Refugee Affairs

INTERNAL SERVICES AND FINANCE

(519 FTEs or 6.8% of IRCC)

Cases

4.7% of OCR cases ↓
76.9% were first-time users ↑
30.8% were employees ↓
69.2% were managers ↑
15.4% received coaching sessions ↓

Top conflict themes:

1. Interpersonal/Work issues
2. Alleged Harassment/Bullying

Training

3.1% of OCR events ↓
4 sessions
74 participants ↓

Most frequent courses:

1. Building Civility in the Workplace
2. Social Styles ↑
3. Stress Management and Conflict ↑

Most frequent user branch:
Communications

SETTLEMENT AND INTEGRATION*

(425 FTEs or 5.5% of IRCC)

Cases

10.2% of OCR cases
78.6% were first-time users
60.7% were employees
39.3% were managers
67.9% received coaching sessions

Top conflict themes:

1. Interpersonal/Work issues
2. Alleged Harassment/Bullying
3. Performance Management

Training

6.8% of OCR events
9 sessions
151 participants
Each branch has employees that attended at least 1 OCR event

Most frequent courses:

1. Building Civility in the Workplace and Team Charter
2. Giving and Receiving Feedback
3. Minding Difficult Conversations

Most frequent user branch:
Settlement Network

*Sector added in this report

CONCLUSION

OCR is a key partner in promoting a respectful, healthy and inclusive work environment within IRCC. The increase in services and training suggests that OCR is continuing to fill a need at IRCC for preventative and proactive measures in addressing conflict before it escalates. The OCR remains committed to leadership in developing learning activities and tools to assist employees and managers in preventing and effectively managing workplace conflicts.

OCR's goal is to assist as many people as possible, at all levels, to become conflict-competent. The initiatives and interventions delivered this year have helped to achieve this goal. **OCR made direct contact with individuals 3,151 times this year through its services and events.** We will continue our efforts to reach out to IRCC managers and employees in the upcoming fiscal year as we noticed there is a growing need for training and team-building.

The information provided on each sector can provide insights to senior management on the health and conflict competence of their teams. If requested, OCR can elaborate on these results through individual briefings with each sector, with a focus on how to better serve each sector moving forward.

Over the coming year, OCR commits to:

- Support managers, team leaders and employees in improving workplace wellness.
- Remain efficient and readily available to all IRCC staff.
- Collaborate with key committees and champions.
- Provide new learning activities to support IRCC priorities.
- Continue to educate and provide tips through our communication plan.
- Continue providing support for groups going into an Activity-Based Workplace environment.

We look forward to serving you and your team.

The OCR Team

"To be kind is a choice, no matter what is going on, on the outside."

— Bernadette Kaye

"When we are no longer able to change a situation – we are challenged to change ourselves."

— Viktor E. Frankl

"Take care of your body. It's the only place you have to live."

— Jim Rohn

"The civility we need will not come from watching our tongues. It will come from valuing our differences."

— Parker J. Palmer